SDPD STRATEGIC PLAN

Phase One - Overall Plan

1997-2000

For Comment Draft

(Make comments legibly on this document or use the attached
comment sheet and return to the Strategic Planning Unit)

Most Recent Revision: 1-5-98

A Message About the Process from the Chief...

In 1993, the San Diego Police Department began a major organizational restructuring effort that lasted almost three years. A plan consisting of four goals and forty-two recommendations for organizational change was written and implemented. The strategic plan had a tremendous impact on staffing, deployment, and service area boundary lines, and it facilitated a sweeping move to Neighborhood Policing.

During that three year period, several members of the command staff began studying different types of strategic planning in an effort to prepare for the next three to five years of organizational growth. In February of 1997, the Command Staff enlisted the assistance of an outside organizational consulting group to take an unbiased look at the department and what considerations might be necessary for the next strategic plan. As a result of the outside study, the consulting group facilitated a three day Command Staff workshop. There, the Command Staff identified seven major areas, or goals, in which the department needed to pursue improvements.

The following month, a strategic planning unit was created and assumed coordination of the entire process. The project became known as the Strategic Planning Task Force and, headed by the Chief's Executive Committee, soon grew to over 200 people. The Task Force invited community and business leaders, Labor Association representatives, City Council Staff and other City department members, to join a diverse cross-section of police employees in exploring the issues within each "goal" and drafting strategies to improve each area. Each goal warranted its own committee and, together, all seven committees made substantial progress throughout the summer months.

Everyone on the Strategic Planning Task Force went through a series of training sessions. The Committee chairs and "coaches" were trained extensively on understanding strategic planning, facilitation, and teamwork. Many people took a great deal of time out of their busy schedules to better familiarize themselves with the daunting process.

By late September of 1997, all seven committees had finished their work, thus completing PHASE ONE of the process. In all, 101 new strategies were written and 180 current and ongoing department strategies were reviewed and refined.

In PHASE TWO, the current and new strategies will be given to the appropriate units of the department so that specific workplans can be written, thereby implementing the strategies. The workplan preparation at the unit level will take several months to complete and will also require that units and divisions again identify and invite their customer base into the planning process.

Since this is a three to five year plan, not all the new strategies will be completed immediately. Rather, the strategies will be prioritized and spread out over the life of the plan. A mid-course review is scheduled for the second year of the plan and, at that time, changes and adjustments may be made.

PHASE THREE of the plan, following the completion of PHASE TWO, will involve the development of a system of reporting progress as well as the immense task of measuring accomplishments, performance and effectiveness.   At that time, the entire planning project will provide the department and the community with a greater level of accountability to the plan and aid the Command Staff in determining departmental effectiveness in a variety of areas.

For the San Diego Police Department, Strategic Planning will actually never end. Once the mid-course review is complete, the last 18 months or so of the plan will continue and then it will again be time to look at updating the plan for the next three to five years. This Strategic Plan is just the beginning of what is better described as Strategic Management.

Jerry Sanders,
Chief of Police

Using this document...

The San Diego Police Department's Strategic Plan is in draft form only at this time. This document is subject to periodic revision and probably won't be finalized until the spring of 1998. Look for a date on the cover page that indicates a current document.

The Plan is divided into seven major areas called "goals." A goal statement is very broad and describes a general topic that may continuously be pursued by the Department. For example, Goal 7 is "Contribute to the Safety and Security of the Community." We will always pursue that goal in hopes of becoming more effective at helping the community make San Diego a safer place to live and work. Goal 7 will never end.

Each of the major goals are comprised of slightly more specific, but still fairly broad "objectives." Many different objectives are needed to pursue a goal. Yet even more specific are "strategies" that make up each objective. The strategies are the actual activities carried out by divisions, units, committees, etc. This order of Goals, Objectives and Strategies is common among Strategic Planning documents.

The format of this entire process and the draft document are a compilation of the best attributes of dozens of strategic plans that were reviewed in early 1997. Staff from San Diego queried and surveyed many different agencies across the country as well as in New Zealand and the United Kingdom. We obtained and reviewed plans from police departments from cities such as Lancashire, Surrey and Leicestershire in the United Kingdom and Boston, Portland, Los Angeles, Huntington Beach, Tucson, Sunnyvale, Inglewood and San Francisco in the United States. Other agency plans reviewed were from the Colorado Policing Consortium and the Police Foundation in Washington D.C.

The organization chart on the following page reflects the diversified cross section of people involved in the process. Each of the seven goal committees is made up of, reading from top to bottom, chairpersons, command staff, department members, city department representatives, community members and members of the department who were coaches during Phase One.

What you will not see are the hundreds of "workplans" that are written by each unit to document how they support the strategies. Workplans are very task-specific and detailed regarding completion dates, resources, partners, action plans, etc.

Lastly, this plan contains longstanding, on-going strategies as well as new strategies that were written by the seven Goal Committees. New strategies are displayed *in italics* for ease of reading. If you have any questions about the document, feel free to contact the Strategic Planning Unit at (619) 531-2234.

Goal 1   Identify, develop and maximize effective and equitable human resources management and employee development

The Human Resources Management Goal Committee was chaired by Marilyn Palermo, Police Property and Records Administrator and Captain John Madigan. Committee participants were recruited who would bring a wide range of perspectives to the group. Ultimately, 40 people were chosen to participate. They included: Department members, sworn (all ranks) and civilians from several classifications and units; representatives from other City departments including Personnel, Risk Management, and Labor Relations; a representative from the Municipal Employees Association; a member of the Civil Service Commission; a member of Josten's Learning Corporation and members of the Citizens Review and Advisory Boards. Everyone involved has expertise in human resources issues. Committee members also represented the diversity of the Police Department and the San Diego community.

Because of the widely varied background of the participants, an historic overview of HRM problems was presented at the first committee meeting. Subsequent meetings were well attended with a core group of 20 - 25 people attending each meeting. Committee members displayed a high degree of commitment to the process. As a group, our biggest challenge was to focus on developing strategies rather than go directly to specific problem solving.

Ten objectives were identified and existing strategies reviewed and modified. Problem identification and discussion occupied several meetings. Areas of most concern were: fairness and equity in the discipline process; transfer and promotion practices; performance evaluation; timeliness of personnel investigations; and the need for honest feedback in all of these processes. A number of new strategies were identified to deal with these issues.

Objective 1.1   Maintain and administer employment databases

Strategies

   1.1.1   Maintain payroll overtime & leave files -- Payroll

   1.1.2   Maintain complaint files -- EEO, Internal Affairs

   1.1.3   Maintain applicant background files -- Backgrounds

   1.1.4   Maintain personnel records -- Personnel

1.1.5   Maintain divisional personnel file -- All Commands

1.1.6   Maintain volunteer employee files -- Volunteer Services

1.1.7   Maintain special events employee files -- Traffic, Personnel

1.1.8   Maintain employee medical records -- Medical Assistance

1.1.9   Maintain employee training records and files -- Training Division

1.1.10   Maintain client employee confidential records -- Psych Services

1.1.11   Monitor personnel budget -- Fiscal Mgt, Personnel, All Commands

Objective 1.2   Recruit and hire the most qualified applicants and volunteers, representative of the community

Strategies

1.2.1   Coordinate and make presentations on law enforcement careers -- Recruiting

1.2.2   Conduct physical ability testing -- Recruiting

1.2.3   Monitor and pursue employee diversity -- Recruiting

1.2.4   Conduct and coordinate background investigations process -- Backgrounds

1.2.5   Develop and implement a plan for increasing civilian support staff -- CEC

Objective 1.3   Train employees and volunteers

Strategies

1.3.1   Coordinate basic training for new officers -- Training Division

1.3.2   Coordinate specialized or advanced training *for all employees and volunteers* -- In Service Training, All Commands

1.3.3   Provide refresher and remedial training -- Training Division, Traffic

1.3.4   Coordinate FTO program -- FTO Administration

1.3.5   Coordinate state mandated POST training -- In Service Training

1.3.6   Coordinate Tuition Reimbursement Program -- In Service Training

1.3.7   Coordinate Training Bulletins, Policies & Procedures -- In Service Training

1.3.8   Increase opportunities for advanced training for civilian employees -- In Service Training

1.3.9   Establish "train the trainer" programs for civilian departments -- In Service Training, Personnel, Fiscal Mgt

1.3.10   Identify operational training needs -- Training Division

1.3.11   Develop and implement training designed to maximize supervisory skills in providing career counseling -- Training Division

Objective 1.4 Monitor and evaluate employee and volunteer performance

Strategies

1.4.1   Coordinate trainee performance evaluations -- Training Division, FTO Administration

1.4.2   Develop comprehensive *job-related* performance evaluations *that are reflective of the VVM* -- Personnel

1.4.3   Administer performance evaluation program -- Personnel

1.4.4   Improve performance evaluation tracking system -- Personnel

1.4.5   Improve and utilize the established training system for supervisors regarding performance evaluations -- Personnel, Training Division

1.4.6   Review and update job classifications for entry level civilian employees -- Personnel

1.4.7   Establish employee education and input on evaluation standards and feedback process -- In Service Training, Personnel

Objective 1.5 Conduct thorough and timely personnel investigations

Strategies

1.5.1 Accept and process citizen complaints -- All Commands

1.5.2 Conduct thorough and timely investigations into allegations of employee misconduct -- Internal Affairs, EEO, PSU

1.5.3 Conduct thorough and timely investigations into allegations of criminal activity by employees -- Professional Standards, Internal Affairs

1.5.4 Conduct thorough and timely investigations into officer involved shootings -- Homicide, Internal Affairs

1.5.5 Reduce the amount of time the Citizen Review Board presently requires to review investigations -- Internal Affairs

1.5.6 Reduce the Command review period (60 days) -- All Commands

1.5.7 Establish consistent time parameters for the imposition of discipline -- CEC, Personnel, Legal

1.5.8 Evaluate the legal review process and provide recommendations for timely completion -- Legal, Command Staff

1.5.9 Establish a procedure for participant feedback during the course of an investigation -- Internal Affairs, EEO, PSU

1.5.10 Establish a procedure for participant feedback during the discipline process -- All Commands

1.5.11 Explore Alternative Dispute Resolution -- Psych Services, CEC, Legal

Objective 1.6 Maintain fair employment practices

Strategies

1.6.1 Ensure compliance with all personnel rules, regulations, policies and procedures -- EEO, Inspection and Control

1.6.2 Ensure compliance with all laws regarding fair employment -- EEO

Objective 1.7 **Promote and maintain a high level of performance through a system of awards, rewards, recognition and incentives**

Strategies

1.7.1 *Establish and maintain criteria for rewards, recognition and incentives -- Personnel (Awards Committee)*

1.7.2 *Promote and* administer a consistent and fair formal employee award program (ex: service, exceptional performance, lifesaving, medal of valor) -- Personnel (Awards Committee)

1.7.3 *Promote and* administer all formal and informal rewards and recognition (ex: COC, supervisor commendation, D.L. days, employee of the month, safe driving, merit increases) -- All Commands

1.7.4 *Promote* and administer Exceptional Merit Cash Payment Program -- Personnel (EMCP Committee)

1.7.5 Promote and administer volunteer awards -- Volunteer Services

1.7.6 *Explore and recommend additional compensation for exceptional performance for sworn personnel -- Personnel*

1.7.7 *Establish a fair and equitable training and investigative compensation policy encompassing all classifications and assignments -- Personnel*

Objective 1.8 **Achieve consistent, equitable and efficient disciplinary standards**

Strategies

1.8.1 Recognize *and address* inequities in dealing with employee misconduct -- CEC

1.8.2 Review and process discipline packages -- Personnel, Legal

1.8.3 Hear and review appeals -- Command Staff, Legal

1.8.4 *Provide support and education to employees involved in the disciplinary process -- Personnel, Psych Services*

Objective 1.9 Administer consistent and equitable transfer and promotion procedures

Strategies

1.9.1   Process citywide transfers involving civilian Department members -- Personnel

1.9.2   Coordinate in-house (civilian) transfer interviews -- Personnel

1.9.3   Facilitate in-house transfers -- Personnel, All Commands

1.9.4   Administer transfer bid system (Local 127) -- Auto Maintenance

1.9.5   Maintain transfer request files -- Personnel

1.9.6   Process career advancement applications -- Personnel

1.9.7   Coordinate in-house specialized assignment selection process for sworn personnel -- Personnel, All Commands

1.9.8   Establish a representative committee to evaluate other agencies' promotion and transfer process -- Personnel, All Commands

1.9.9   Ensure management communicates the department philosophy regarding career development -- Command Staff

1.9.10   Maximize advertisement of career development opportunities -- Personnel, All Commands

1.9.11   Establishstablish merit based criteria for progression through existing pay steps -- Personnel

Objective 1.10 Provide medical and psychological assistance

Strategies

1.10.1   Provide confidential counseling, psychotherapy or referrals -- Psych Services

1.10.2   Provide consultation, intervention and training to management as requested -- Psych Services

1.10.3   Provide consultation, intervention and training to Peer Support -- Psych Services

1.10.4   Debrief at incidents where employee assistance is requested -- Psych Services, Medical Assistance

1.10.5 Administer and monitor light duty program -- Medical Assistance

1.10.6 Administer Chaplaincy Program -- Medical Assistance

1.10.7 Administer catastrophic leave program -- Medical Assistance, Payroll

1.10.8 Administer drug screening program -- Medical Assistance

1.10.9 Process industrial leave forms -- Medical Assistance

1.10.10 Track and monitor employee injuries/illnesses -- Medical Assistance

1.10.11 Process fitness for duty examinations -- Medical Assistance

1.10.12 Process injury-related retirements -- Personnel, Medical Assistance

Goal 2 Develop and maintain partnerships with external resources, agencies and organizations

The "External Partnerships" committee was chaired by Captains Lesli Lord and Greg Clark. The committee members comprised a diverse group of civilian and sworn employees of various ranks, tenure and work assignments. Additionally, several community and business members attended as well as employees from other City departments, which included representatives from the Anti Defamation League, the Citizens Advisory Board, Council District 3 and Environmental Services.

The committee concentrated their efforts on how the San Diego Police Department defines, establishes and maintains partnerships with other governmental and social service agencies.

At first, the committee discussed the option of attempting to chronicle each and every current partnership in existence in the Police Department. Not only would it have been an immense task but the committee decided that it would be more beneficial to spend time and effort on these important issues:

* How does SDPD define a partnership?
* How does a partnership differ from a mere working relationship?
* What are the guidelines for starting a partnership?
* Who is responsible for the health of a partnership in each Unit?, and
* How can the department track and monitor all of its various partnerships?

Many of those questions were difficult to define but through persistence and commitment, the committee identified eleven strategies that will help the Department establish, track and maintain healthy and effective partnerships in the future.

Objective 2.1 Operationalize a common understanding of what is meant by the term "partnership"

Strategies

2.1.1 Identify SDPD definition of partnership -- Goal Committee

2.1.2 Train all personnel in elements of partnership/partnering -- Training Division

Objective   2.2   Assess and enhance the organizational health of existing partnerships

Strategies

> 2.2.1   *Identify existing partners pertaining to any area of the department -- All Commands*

> 2.2.2   *Affix responsibility for maintaining the existing partnerships -- All Commands*

> 2.2.3   *Clarify our definition of partnership with existing partners -- All Commands*

> 2.2.4   *Audit existing partnerships periodically to evaluate effectiveness -- All Commands*

Objective   2.3   Develop new partnerships to enhance departmental effectiveness

Strategies

> 2.3.1   *Identify other potential partners pertaining to any area of the department -- All Commands*

> 2.3.2   *Affix responsibility for establishing the new partnerships -- All Commands*

Objective   2.4   Create, distribute and maintain a resource guide of existing partnerships

Strategies

> 2.4.1   *Solicit department-wide input -- Crime Analysis, Neighborhood Policing*

> 2.4.2   *Establish centralized database -- Crime Analysis*

> 2.4.3   *Facilitate annual review and distribution of guide -- Crime Analysis, Neighborhood Policing*

Goal 3 Develop police/community partnerships and mutual empowerment

The "Community Empowerment" goal committee was chaired by Captain Lee Vaughn and Pat Drummy, Supervising Management Analyst. The committee was comprised of community members, city officials, and police personnel, which included representatives from Council District 7, Parks and Recreation, Livable Neighborhoods, City Streets Division, City Schools, Safe Streets Now, the Citizens Advisory Board and Nu-Way Youth and Social Services.

The committee looked at current objectives and strategies to see how they applied to the goal statement and to see if new ones needed to be developed. Brainstorming sessions occurred in both small and large groups. Committee coaches facilitated the group discussions and documented the outstanding ideas and suggestions. After several sessions, new objectives and strategies were developed to accomplish our goal statement. The committee wrote and published 16 strategy worksheets that will go forward to individual units for Phase 2. During the last meeting, all committee team members contributed in the process of placing months of completion ratings on each strategy worksheet.

Objective 3.1 Educate the public regarding crime and safety issues

Strategies

3.1.1 Educate local community groups, schools and businesses re: general or specific crime issues -- All Commands

3.1.2 Provide appropriate alternative responses and resources to the public -- Communications, All Commands

3.1.3 Maintain and coordinate a crime prevention Speaker's Bureau -- Crime Prevention

3.1.4 Inform property owners as to civil remedies to neighborhood drug houses -- DART

3.1.5 Provide academic/athletic opportunities for city youth -- STAR

3.1.6 Coordinate Sexual Assault Speaker's Bureau -- Sex Crimes

3.1.7 Reduce police jargon and acronyms in all communications with the public -- All Commands

3.1.8 Research and recommend improvements to better utilize the media to educate the public -- Media

3.1.9 Review and update the Community Responsibilities to Neighborhood Policing Guide -- Neighborhood Policing

Objective 3.2 Market and publicize police and community information and services

Strategies

3.2.1 Maintain and update Internet crime information -- Crime Analysis

3.2.2 Produce quarterly top ten fugitive bulletin -- Crime Stoppers

3.2.3 Make presentations to public re: police practices, cases, etc -- Media

3.2.4 Make crime and incident information available to local media entities -- Media, Watch Commander

3.2.5 Develop a well-coordinated system for disseminating police information to the public -- Media, Crime Analysis

3.2.6 Produce Crime Stoppers, TV and radio PSAs -- Video Unit

3.2.7 Improve coordination and utilization of community resource file -- Crime Analysis, Neighborhood Policing

Objective 3.3 Increase mutual empowerment with our communities regarding policing issues

Strategies

3.3.1 Provide specified crime statistics and technical support to community based organizations -- Crime Analysis, Area Commands

3.3.2 Work with community organizations to address community problems and concerns -- All Commands

3.3.3 Perform a needs assessment to identify communities lacking in knowledge and participation in police-community programs -- Area Commands, CEC

3.3.4 Monitor and implement the recommendations of the juvenile realignment task force -- CEC

3.3.5   Develop a supportive environment which encourages maximum exposure and positive interaction of department members in the community -- All Commands

Objective   3.4   Provide specific community training programs

Strategies

3.4.1   Coordinate the Citizen's Awareness Academy -- In Service Training

3.4.2   Assist in training Neighborhood Watch Block Captains and coordinate Neighborhood Watch Academies -- Crime Prevention, Area Commands

3.4.3   Coordinate Landlord/Tenant training -- Crime Prevention

3.4.4   Coordinate and conduct RSVP/VIP training -- Volunteer Services

3.4.5   Train police regulated business owners/employees regarding vice-related laws -- Vice

3.4.6   Conduct firearm safety classes for the public -- Range

3.4.7   Train Citizen Patrol groups -- Area Commands

3.4.8   Coordinate existing training efforts among all police-community programs -- Neighborhood Policing, Area Commands

Objective   3.5   Foster, recruit and support volunteers in community policing efforts

Strategies

3.5.1   Coordinate RSVP/VIP programs -- Volunteer Services

3.5.2   Coordinate and train Emergency Management Volunteers -- Critical Incident Mgt

3.5.3   Manage the Cadet Program -- Juvenile Admin

3.5.4   Coordinate Reserve Officer Program -- Reserve Admin

3.5.5   Administer "Telephone Report Unit" student work program -- Northeastern

3.5.6   Improve the utilization of volunteers to increase overall police productivity -- Volunteer Services, All Commands

*3.5.7   Develop meaningful recognition programs for all volunteers --
          Volunteer Services*

*3.5.8   Develop and publicize a volunteer and community training plan
          -- Volunteer Services*

Objective 3.6   Partner with the community in joint priority/goal setting

Strategies

*3.6.1   Establish community advisory boards for all 21 service areas
          under the direction of the LT -- Area Commands*

*3.6.2   Encourage attendance by investigative and support personnel
          at service area/community advisory board meetings -- All
          Commands*

3.6.3   Facilitate or organize community problem solving meetings --
          Area Commands, Neighborhood Policing

3.6.4   Acquire and coordinate the Teleminder -- Crime Analysis

Goal 4   Implement neighborhood policing throughout the entire organization

This committee was chaired by Captain Steve Creighton and Victoria Gilner, Special Advisor to the Chief of Police. The active membership of the committee consisted of 29 people with a wide variety of backgrounds and experience. They included Council District Staff, Community and Economic Development, and the City Attorney's Office. Command Staff personnel, supervisors, patrol officers , investigators and administrative personnel were also involved. Members of the Civilian Review and Advisory Boards were an integral part of the development of this plan.

The committee was tasked with examining the Department's current Neighborhood Policing efforts which existed mostly in the Field Operations areas. The committee evaluated which areas of the Department were lacking involvement and inclusion in Neighborhood Policing and Problem Solving (NPPS) concepts.

They drafted strategies directed at properly defining "Neighborhood Policing and Problem Solving," as it relates to each work group, improving the overall coordination of problem solving efforts, and the lack of understanding of NPPS concepts in certain areas of the Department. They considered time and staffing availability as they wrote strategies addressing the lack of consistency in supervisory involvement, reward systems, and support from other City departments.

The restructuring of the Police Department toward Neighborhood Policing is only partially complete. These new strategies will help spread the philosophy of Neighborhood Policing and the tactics of problem solving throughout every Command.

Objective 4.1   Achieve a common understanding of Neighborhood Policing and Problem Solving (NPPS)

Strategies

4.1.1   *Create a department definition of NPPS -- Neighborhood Policing*

4.1.2   *Define unit roles and responsibilities in support of NP and the practice of PS -- All Commands*

4.1.3   *Define individual roles and responsibilities in support of NP and the practice of PS -- All Commands*

4.1.4   *Develop and implement additions to personnel evaluations (classification appropriate) listing NPPS priorities as anchors -- Personnel*

Objective 4.2 Encourage command support for NPPS efforts

Strategies

4.2.1   Create avenues for the city manager and chief of police to mobilize support for NPPS among city departments and city council -- CEC

4.2.2   Define and implement methods for command staff to demonstrate support of personnel engaged in NPPS -- Command Staff

Objective 4.3 Assess current departmental knowledge and use of Neighborhood Policing and Problem Solving (NPPS)

Strategies

4.3.1   Coordinate strategic planning process -- Strategic Planning Unit

4.3.2   Monitor and implement recommendations of investigative restructuring committee to evaluate NPPS knowledge in investigations -- Chief's Executive Committee

4.3.3   Assess level and quality of NPPS implementation and make recommendations for improvements in organizational alignment -- Inspection and Control, Neighborhood Policing, Crime Analysis

4.3.4   Review NPPS efforts -- Neighborhood Policing

4.3.5   Make use of independent research and evaluation efforts -- Crime Analysis, Neighborhood Policing

Objective 4.4 Develop and maintain state of the art knowledge and training of NPPS

Strategies

4.4.1   Explore trends in NPPS nationwide -- Neighborhood Policing, In Service Training

4.4.2   Develop problem solving training -- In Service Training, Neighborhood Policing

4.4.3   Encourage participation in POP Conferences, PAAC meetings and Zoo meetings -- All Commands

4.4.4   Implement NPPS-related grants -- All Commands currently involved in grants

4.4.5   Develop new resources, training models, and case studies for all classifications -- Neighborhood Policing

Objective 4.5   Coach/mentor employees of all classifications in developing and implementing NPPS

Strategies

4.5.1   Provide expertise on all NPPS issues -- Neighborhood Policing

4.5.2   Hold meetings for squads and units to facilitate PS -- All Commands

4.5.3   ID available resources for NPPS -- All Commands

4.5.4   Recruit and better utilize credible role models in all classifications -- All Commands

4.5.5   Encourage supervisory involvement in NPPS by using supervisors as coaches and mentors -- All Commands

Objective 4.6   Train all classifications in NPPS concepts and tactics

Strategies

4.6.1   Provide classification specific academy and in-service training -- Training Division, Neighborhood Policing

4.6.2   Evaluate and publicize available NPPS POST training -- In Service Training

4.6.3   Evaluate NPPS issues in Regional Officer Training and menu training -- In Service Training

4.6.4   Ensure trainee understanding of NPPS through FTO coaching -- FTO Admin

4.6.5   Develop NPPS Supervisors Guide - Neighborhood Policing

Objective 4.7 Market Neighborhood Policing and Problem Solving

Strategies

4.7.1 Educate personnel and encourage support of Vision, Values, and Mission -- All Commands

4.7.2 Network resources to department employees for greater coordination of problem solving efforts -- Neighborhood Policing, Crime Analysis

4.7.3 Advertise PAAC Meetings -- Neighborhood Policing

4.7.4 Advertise NPPS-related menu classes -- In Service Training

4.7.5 Produce periodic NPPS segments via a variety of media (newsletter, web page) -- Neighborhood Policing, Crime Analysis

Objective 4.8 Develop and maintain NPPS-related systems and structures

Strategies

4.8.1 Maintain automated POP file and resource system -- Crime Analysis

4.8.2 Expand POP Coordinator system to include all units -- Neighborhood Policing

4.8.3 Maintain Department Web Page -- Crime Analysis

4.8.4 Maintain Neighborhood Policing Section -- CEC

4.8.5 Maintain Neighborhood Watch file -- Neighborhood Policing

4.8.6 Explore the possibility of establishing a customer relations unit -- CEC

Goal 5 Manage existing resources effectively and efficiently; acquire additional resources as needed

The committee was chaired by Assistant Chief Keith Enerson and Captain Hank Olais. City Department representatives from the Council , Water Utilities and Fiscal Management were also involved along with community members from First National Bank, University of San Diego School of Business and members of the Citizen Review and Advisory Boards.

The committee examined and agreed upon three objectives for meeting the stated goal. The committee also identified strategies already in place and in practice by many units to meet these objectives. We then developed one additional objective and eleven new strategies for accomplishing the four objectives.

Presently, the Department budget allocates approximately 92% to personnel expense and 8% to non-personnel items. The committee recognizes that with the present personnel to non-personnel ratio, tightening resources on the non-personnel side will offer minimal relief. The committee stresses the need to find alternative and creative ways for increasing the non-personnel portion of the budget while maintaining the same personnel staffing levels.

Objective 5.1 Manage and evaluate department expenditures and supplies

Strategies

5.1.1 *Establish clear accountability for supplies and equipment usage -- Fiscal Mgt*

5.1.2 *Educate public and city council to fiscal realities in operating a police department -- CEC*

5.1.3 *Educate resource users regarding Department needs and budget requirements and process -- Fiscal Mgt*

5.1.4 *Clarify and reconcile Department budget priorities with the public's budget expectations -- CEC*

5.1.5 Oversee department payroll expenditures -- Payroll

5.1.6 Monitor unit payroll expenditures -- All Commands

5.1.7 Administer petty cash expenditures -- All Commands

5.1.8   Create guidelines for the preparation and submission of purchase requests -- Fiscal Mgt

5.1.9   Maintain informant payment and investigative expenditure accounts -- Criminal Intelligence Unit, Area Commands, Special Operations Administration

5.1.10   Monitor and maintain vehicles and vehicle parts -- Auto Maintenance

5.1.11   Monitor stock of bldg/structural parts -- Building Maintenance

5.1.12   Review and implement changes to the "Patrol Plan" -- Field Operations Administration

5.1.13   Conduct cost analysis and provide proper accounting -- Fiscal Mgt

5.1.14   Prepare and coordinate department budget -- Fiscal Mgt

5.1.15   Account for and pay all department invoices and disbursements -- Fiscal Mgt

5.1.16   Process extradition and travel expenditures -- Fiscal Mgt

5.1.17   Oversee supply function -- Supply Unit

5.1.18   Perform inspections to ensure compliance with established procedures or recommend changes requirements -- Inspection and Control

Objective   5.2 Proactively seek acquisition of resources (monies and equipment)

Strategies

5.2.1   Seek reimbursement for all expenses for special events such as concerts, sporting events, etc. -- Fiscal Mgt

5.2.2   Educate all personnel on the bidding process -- Fiscal Mgt

5.2.3   Research and apply for available grant funding -- Grants Unit

5.2.4   Process civil subpoena appearance reimbursement -- Fiscal Mgt, Internal Affairs

5.2.5	Process POST reimbursements -- Fiscal Mgt, In Service Training
5.2.6	Oversee private donations -- CEC
5.2.7	Coordinate asset seizure program -- Narcotics Task Force, Fiscal Mgt
5.2.8	Encourage and process cost recovery opportunities -- Fiscal Mgt
5.2.9	Oversee and process conversion of seized and found property for Department use -- Property

Objective 5.3 Increase non-personnel percentage of the budget to meet Department needs without decreasing personnel

Strategies

5.3.1 Educate city council, public and department personnel on the personnel/non-personnel allotments -- CEC

5.3.2 Obtain political support for adjusting personnel to non-personnel ratio -- CEC

5.3.3 Ensure that budget for new officers includes allotment for proportionate civilian and non-personnel expenses -- CEC

Objective 5.4 Coordinate with other agencies or private contractors for outside services

Strategies

5.4.1 Ensure that the most appropriate person, unit, department, or agency is doing the job -- Inspection and control

5.4.2 Research policies and laws that allow or disallow outsourcing -- CEC

5.4.3 Coordinate contracts with outside maintenance and janitorial suppliers -- Fiscal Mgt, Special Projects

5.4.4 Coordinate fiscal agreements with partner agencies -- Special Operations Administration

5.4.5 Explore and identify calls for service which can be handled by CSO's, Volunteers, or Private Companies -- Field Operations Administration

Goal 6   Acquire and Develop Effective Technologies

The Technology Goal Committee was chaired by Captain Larry Moratto and Kimberly Glenn, Administration Services Manager. The committee identified several areas of concern to address during the strategic planning process. This included everything from computers to vehicles. Communication systems and weapons were also addressed. Several people dedicated their time and energy, including representatives from San Diego City Council and Risk Management, private corporations such as Technical Security and Countermeasure Consultants, Research and Technology Group and Jaycor. The balance of the committee was made up of a diverse cross section of department members.

After establishing the current status of the department's technology needs, several ideas for acquiring state of the art equipment were brought forward. Strategies to incorporate a technology review panel into the purchasing process and explore outsourcing were some of the areas addressed.

Objective 6.1   Establish funding guidelines to improve our ability to procure technology and equipment

Strategy

6.1.1   *Explore ways to improve system and process issues for purchasing with DPC and IT & C -- Information Services*

6.1.2   *Examine and improve a process to include life-cycle costs for one-time funding acquisitions -- Fiscal Mgt*

6.1.3   *Seek additional outside funding sources for the acquisition and maintenance of technology -- CEC*

6.1.4   *Explore property conversion process and streamline where appropriate -- Property*

6.1.5   *Improve the process by which we prioritize acquisition of new technology -- Fiscal Mgt, Information Services*

6.1.6   *Establish guidelines to ensure that technology purchases consider functionality/quality, life-cycle costs, needs and affordability -- Fiscal Mgt*

6.1.7   *Explore leasing or purchasing used technology and equipment -- Fiscal Mgt, Special Projects*

Objective 6.2   Perform research and analysis for technology and equipment

Strategies

6.2.1   Create a committee, unit or method to coordinate, explore, and disseminate information about new developments in technology and equipment -- CEC, Fiscal Mgt, New Technologies

6.2.2   Identify & evaluate budget requirements for new technology and new equipment issues -- Fiscal Mgt

Objective 6.3   Analyze training needs and provide training on the use and availability of technology and equipment

Strategies

6.3.1   Coordinate and provide training on radio, MDT, computers -- Training Division, Information Services

6.3.2   Coordinate and provide training on the operations of vehicles, bicycles, etc -- Training Division

6.3.3   Coordinate and provide training on firearms and oversee firearm qualification -- Training Division, Range

6.3.4   Coordinate and provide training on safety equipment (other than firearms) -- Training Division

6.3.5   Provide training to department personnel on the use of specialized equipment -- Training Division, Special Operations Administration

6.3.6   *Develop a centralized system to control specialized equipment and market the equipment's availability* -- Special Operations Administration

6.3.7   Provide training in specialized firearms tactics -- SWAT/SRT

Objective 6.4   Conduct inspections and coordinate necessary maintenance to ensure operational effectiveness of technology and equipment

Strategies

6.4.1   Conduct maintenance and inventory of appropriate equipment -- All Commands

6.4.2   Disseminate warranty information with equipment and utilize when appropriate -- All Commands

Objective 6.5   Coordinate, implement and interface with information systems both internally and externally

Strategies

6.5.1   Ensure control and security on data transmissions and software usage -- Data Systems

6.5.2   Develop, design and maintain software of internal systems -- Data Systems

6.5.3   Maintain hardware for internal and external systems -- Data Systems

Goal 7   Contribute to the Safety and Security of the Public

The "Safety and Security" committee was chaired by Assistant Chief David Bejarano and Captains Kraig Kessler and Bill Maheu. The committee contained Police employees and employees from other City departments including Council and Traffic Engineering. Community members from Mercy Hospital, Safe Neighborhoods and San Diego State University were also involved.

At first, the committee considered the wording of their assigned "goal" which was, at that time, Reducing Crime and the Fear of Crime. They decided to rework the goal statement in order to better capture the essence of Neighborhood Policing and compliment the current Mission Statement.   The committee realizes that the Police Department is one contributor to public safety and security as well as community and business members, other governmental agencies, schools, social service entities, etc.

Once the goal statement was re-worded, the committee began exploring a vast list of current department crime strategies. They examined the work of several on-going committees looking at specific crime issues such as Juvenile Crime and Investigative Restructuring. The committee had several long discussions on a variety of critical crime issues facing the Police Department and our ability to properly analyze crime and apply problem solving techniques toward solutions.

Objective   7.1   Handle incoming calls for service and citizen requests

Strategies

7.1.1   Answer primary emergency and non-emergency calls for service, dispatch officers when appropriate, refer or transfer calls to other agencies, and provide radio contact with field units -- Communications

7.1.2   Operate TRUs for taking certain crime information by phone if suspect information is limited -- Area Commands

7.1.3   Operate Storefronts and Front Counters at Sub-stations - Area Commands

Objective   7.2   Deploy resources to handle radio calls and other incidents

Strategies

7.2.1   Provide uniformed response -- Area Commands

7.2.2   Provide specialized responses, tactics, and teams -- All Appropriate Commands

7.2.3   Perform needs assessment to evaluate types, prioritization and appropriate allocation and response to calls for service -- Field Operations Administration, Communications

7.2.4   Examine the possible use of Automated Vehicle Locator (AVL) technology to improve response to calls for service -- New Technologies, Communications, Field Operations Administration

7.2.5   Analyze service area boundaries for more effective and efficient deployment of command resources -- Field Operations Administration, Area Commands, Crime Analysis

7.2.6   Analyze the effectiveness of the current automated journal system and its ability to adequately summarize/describe the activity of a patrol officer -- Field Operations Administration, Communications, New Technologies

7.2.7   Define the roles and responsibilities of the modern police officer in the context of productivity, accountability and effective time management -- Field Operations Administration, Neighborhood Policing

Objective 7.3   Coordinate operations during critical incidents

Strategies

7.3.1   Establish and operate Command Posts -- Area Commands, Critical Incident Mgt

7.3.2   Maintain Department Operations Center -- Critical Incident Mgt

7.3.3   Mobilize Community Resources -- Area Commands, CEC

7.3.4   Coordinate and manage rescue operations -- Field Operations Commands, Critical Incident Mgt

7.3.5   Develop an ongoing comprehensive critical incident management plan to address resources, strategies, implementation methods and training -- Critical Incident Mgt

Objective 7.4   Conduct investigations and apprehend suspects

Strategies

7.4.1   Conduct preliminary investigations -- Field Operations Commands, Special Operations Commands, Communications

7.4.2   Conduct and complete follow-up investigations -- Field Operations Commands, Special Operations Commands

7.4.3   Identify and arrest suspects -- Field Operations Commands, Special Operations Commands

7.4.4   Research criminal organizations/enterprises -- Criminal Intelligence Unit

7.4.5   Establish a fast-track system for investigating and prosecuting career and series criminals -- Special Operations Administration, Field Operations Administration

7.4.6   Evaluate and make recommendations for creating a police department bomb unit -- CEC, Field Operations Administration

7.4.7   Monitor and implement the recommendations of the investigative restructuring committee -- CEC, Neighborhood Policing

7.4.8   Develop a more effective partnership with prosecutors -- Special Operations Administration

Objective 7.5   Provide effective support services

Strategies

7.5.1   Provide current and historical crime information, maps, assistance in problem solving, etc. -- Crime Analysis

7.5.2   Collect, analyze and inventory evidence -- Laboratory, Area Commands, Special Operations Commands

7.5.3   Receive, store, release and maintain chain of custody of impounded evidence and property -- Property

7.5.4   Maintain files and process lost and stolen bikes -- Bike Desk

7.5.5   Process impounded firearms -- Gun Desk

7.5.6   Provide expertise testimony and training -- Laboratory, Special Operations Commands

7.5.7   Receive, store, release, and maintain records -- Records Division

7.5.8   Administer CAL ID Program -- Records Division

7.5.9   Coordinate media information at incidents -- Media

Objective 7.6   Identify and solve crime and disorder problems

Strategies

7.6.1   Apply Scanning, Analysis, Response, and Assessment (SARA) -- All Commands

7.6.2   Provide specialized support for problem solving efforts -- SWAT, Canine, Air Support

7.6.3   Explore and recommend new methods to increase awareness among parents, teachers and community members of gang related issues -- Juvenile Administration, Gangs, Area Commands

7.6.4   Increase awareness and provide intervention and social outreach in communities that historically do not understand or report domestic violence -- Domestic Violence

7.6.5   Evaluate the effectiveness of current rehabilitation programs and identify other alternatives to confinement -- Special Operations Administration

7.6.6   Develop strategies to monitor the juvenile re-alignment task force to ensure their recommendations are fully considered and implemented -- Juvenile Administration

7.6.7   Empower Crime Analysis to research, experiment and recommend strategies to forecast crime trends -- Crime Analysis

7.6.8   Conduct periodic demographic assessments to project future department needs -- Crime Analysis, Special Projects, Field Operations Administration

7.6.9   Provide overall coordination of all gang related efforts regarding enforcement, intervention, education, prevention and information sharing -- Gangs, Juvenile Administration

Objective 7.7   Provide efficient traffic-flow management

Strategies

7.7.1   Enforce vehicle laws -- Field Operations Commands

7.7.2   Conduct DUI enforcement efforts -- Traffic, Area Commands

7.7.3   Administer vehicle abatement program -- Traffic

7.7.4   Enforce state and local boating laws in Mission Bay -- Harbor Unit

7.7.5   Monitor and control traffic at major civic events -- Traffic

7.7.6   Analyze field operations current posture regarding traffic enforcement -- Field Operations Administration, Traffic

Objective 7.8   Conduct licensing and other regulatory activities

Strategies

7.8.1   License and inspect police regulated businesses and entertainers -- Vice

7.8.2   Process bike licenses -- Bike Desk

Objective 7.9   Manage special events

Strategies

7.9.1   Process applications for special events -- Traffic, Area Commands

7.9.2   Develop and implement traffic and security plans -- Traffic, Area Commands

7.9.3   Provide security for visiting dignitaries and other officials -- Criminal Intelligence Unit

Objective 7.10 Provide specialized training within the Department

Strategies

7.10.1 Provide training in specialized investigations -- Special Operations Commands, Traffic, Laboratory

7.10.2 Conduct training in crime prevention -- Crime Prevention, Area Commands

7.10.3 Conduct Canine utilization and safety training -- Canine